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The experience of NGOs in combating corruption – best practices of Poland and Czech Republic

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Recommendations:

- The Polish and Czech experiences show that in order to combat corruption the work of NGOs should be strengthened in the areas of raising awareness, monitoring and watchdog activities. To this end:
- In the field of education and raising awareness:
 - Projects in the field of education on corruption issues should be developed and ideally introduced into school programmes of high schools. It would also be advisable to include those lessons in the secondary school system. However, the challenge of the lack of human capital and resources in the schools should be overcome to carry out the projects.
 - Workshops for journalists and civil servants educating them on corruption should be developed.
 - Networks of NGOs in the field of anticorruption should be created and supported.
 - Bearing in mind the limited resources of NGOs, smaller awareness raising campaigns are recommended. Activities are recommended that revolve around specific issues and well-selected target groups that are not only impacted by the message but also involved as multipliers of the message (journalists, young people, volunteers, social networks, new media).
- To enhance NGOs' monitoring of the implementation of anticorruption laws:
 - Cooperation with the media should be prioritized.
 - In order to catch media attention successful cases of watchdog activities should be based on reliable data.
 - Frequent and stable monitoring activities should be delivered.
 - In order to facilitate monitoring activities an exchange of information between NGOs and institutions combating corruption, i.e., the police, prosecutor office and central anticorruption office should be enhanced.
- To strengthen watchdog activities:
 - One consistent source of information/an office responsible for relaying information on all legal amendments should be created. It can take a shape of an "ombudsman" responsible for communication with NGOs and citizens, or at least one coherent webpage.
 - Watchdog organisations operating on the local level should be supported.
 - The cooperation and exchange of experiences between watchdog organisations should be enhanced.
 - The financing of watchdog activities should be increased. The creation of a Watchdog Fund should be advocated under the EU anticorruption strategy in 2011. It should be open also to NGOs from the Eastern Partnership countries.
 - The consultation mechanisms with the administration should be improved.

Introduction

The non-governmental sector plays a crucial and indispensable role in combating corruption. In the countries of Central and Eastern Europe which have been going through the process of democratic transition the NGOs proved to be major actors of change, effective educators and watchdogs that exert influence and involve the media in order to raise awareness on specific cases of corruption and provide policy advice on systemic loopholes.

The experience and know-how acquired by the civil society during this process can be used to better equip NGOs based in the Eastern Partnership countries in their efforts to fight corruption. Based on the consultations of Polish and Czech NGOs, this paper argues that to strengthen the work of NGOs in the areas of awareness raising, monitoring and watchdog activities is essential and has to go hand in hand in order to achieve the desired change.

The Eastern Partnership countries generally suffer from an insufficient legal environment in the area of anticorruption; even with specific anticorruption laws in place, these either inherently contain loopholes or are not followed by effective enforcement due to a variety of reasons (ineffective law enforcement and judiciary, public administration culture, a general mentality framing corruption as a traditional element of governance). Effective enforcement is conditional to overcoming the country-specific problems; however, the current know-how of Polish and Czech NGOs can be used in order to increase the capacities of the policy institutes and think-tanks in the Eastern Partnership Countries in the area of drafting alternative legislative proposals and focused monitoring of the proposed anticorruption legislation.

Based on the transferable know-how and experience of the Czech and Polish NGOs, this paper is divided into three sections – best practices in public awareness and education activities in fighting corruption, best practices in monitoring activities, and best practices in the area of enhancing the role of watchdogs.

Best practices in public awareness/education activities in combating corruption

Educating society about anticorruption and raising public awareness of the issue are the most important fields where NGOs can deliver their activities as being stakeholders acting close to the people. The Polish and Czech experiences show that educational activities should be delivered among students and journalists which yield the greatest multiplying effect. NGOs can contribute to raising awareness as well by targeting activities to specific groups.

Education on corruption

A lesson learnt from the Polish experience is that **education on corruption at schools** is the most worthwhile as young persons are taught at an early stage about the consequences of corruption. Such activities were undertaken during 2000 -2008 (e.g., during 2006-2008 three editions of the programme Youth against corruption

were held).¹ The result was a creation of lesson scenarios on anticorruption and initiating numerous projects at schools. In total a large number of schools were involved (160 schools, 8000 students). Due to lack of funding the programme has been put on hold. However, there still exists a database of lesson scenarios and interested schools can benefit from it. The inclusion of such lessons on anticorruption into school programmes was not achieved in the Polish case due to the resistance of the Ministry of Education. **Therefore, one can say a precondition of successful anticorruption education at schools is a close cooperation with the government administration.**

Besides the usual ways of educating selected target groups and the wider public (seminars, trainings, conferences, publications, “cookbooks” or internet section) the Czech experience proves that education on corruption can be delivered through **special information centres on corruption**. An example is the Anticorruption Legal Advice Centre, an ongoing project since 2005, which has been operating in order to complement the “anticorruption hotline 199”. The centre not only helps with legal services but also educates citizens on the phenomenon of corruption and anticorruption tools. One should note, however, that it reaches only interested citizens, and therefore has a limited influence on society at large.

The Czech experience shows also how important the **education of journalists** is in order to secure and sustain the ongoing interest of the media. When properly educated, the media in the longer term take over some of the monitoring activities (monitoring of public officials’ obligation to comply with the Law on the conflict of interest, e.g.).

The Polish case proves that **education on corruption should be directed to the officials** as well. The project “Raising civil service awareness on ethical dilemmas” was implemented in 2004.² The workshop involved some 1000 civil servants, including a special workshop for directors in the central administration. It was held on a nationwide scale in several cities. It turned out that the officials have a very low awareness on corruption related procedures. At the same time they expressed the desire for further education on those aspects. The series of workshops, supported by sociological research enabled its coordinators to map the strengths and weaknesses of the public administration modes of preventing corruption.

Awareness raising on the local level

In order to make awareness activities sustainable over the long term, the NGOs should **first deliver regular public education. It should be conducted through using examples the citizens can easily grasp as corruption**. Through the particular cases that are presented the citizens can recognise similar things that are happening in their surroundings. The fastest way of passing on these corruption cases that are prepared by an NGO is via cooperation with investigative media – well prepared cases are attractive for

¹ The Centre for Civic Education was delivering these activities, http://www.ceo.org.pl/portal/b_english

² The implementing organisations were the Institute of Public Affairs, the Greek Foundation Centre for European Constitutional Law and the consulting company Didaskia

the media. It is necessary for an NGO to prepare such cases with great care, based on facts, not merely building on assumptions, in order not to compromise its own name.

Secondly, a network of active citizens at the local level that communicate practical experience can be established.³ In the Czech case, awareness raising on the local level **involved specific educational and networking activity aimed at voluntary activists**. Creating a space for activists (community web) to share their experience and strategies when dealing with local cases of corruption turned into an efficient, interactive and fast tool for self-education and formed the basis of a community that shares anticorruption knowhow. However, it is necessary to maintain regular communication and provide support and legal consultations in order to keep such a network operational. **Social networks can be explored** as tools for further educational and awareness raising activities by the civil society (new information tools are employed, wiki.without corruption, Facebook etc.).

Coalition building

The Polish experience shows that building an NGO network helps in dissemination of a third sector postulate on anticorruption policies. In 2001 the Anticorruption Coalition of NGOs was created by several NGOs and it gathered at first the support of 150 NGOs.⁴ Currently the network consists of 6 NGOs.⁵ The aim of this network was to monitor the election promises of parliamentarians in the sphere of anticorruption policy and to raise awareness on that aspect among society. A first direct result of this network was the collection of 44,000 signatures to a letter addressed to the political parties petitioning for a better anticorruption law. The letter was delivered to the Parliament Speaker and the political parties' promises were discussed publicly during a conference on the eve of the elections. Even though the number of participating organisations has decreased significantly, the Anticorruption Coalition of NGOs proved to be a sustainable network. It continues its awareness raising activities focusing notably on electoral promise monitoring and on the anticorruption strategies of the political parties. The reports assessing the level of corruption and the implementation of political promises are published regularly and annual conferences are held as well. Recently one of the organisations from the network has sued the Prime Minister in court for acting against the Law on access to public information. The reason was the lack of response from the Prime Minister's office to a request for details of government plans on an "anticorruption shield". Therefore the network not only can work on awareness raising but also be an active actor in enhancing government transparency.

A precondition of its sustainability is the strong leadership of several large NGOs. It should be noted that interest among local NGOs in joining this network resulted from an awareness raising project amongst local leaders which was implemented

³ Oziveni launched such a project, <http://www.oziveni.cz/>

⁴ <http://wiadomosci.ngo.pl/wiadomosci/39062.html>

⁵ i.e. Batory Foundation, Helsinki Human Rights Foundation, Foundation Social Communication, <http://www.akop.pl/o-akopie/organizatorzy.html>

beforehand. Moreover, the work of the network was facilitated by the involvement of volunteers (e.g., collecting signatures).

Nationwide campaigns

One should note that it is very difficult to prove any direct results and measure the impact of the awareness raising campaigns. It should be acknowledged that such activities reach a rather small portion of the society. As they are usually rather expensive activities, the effectiveness of such campaigns is questioned. The Czech case shows that the general anticorruption awareness raising campaigns proved too costly for the NGOs to implement and that they were also quite inefficient in terms of achieved measurable results (given there were insufficient resources for impacting a critical mass of citizens by the campaigns).

In Poland one of the most known campaigns is a **regular social campaign on a nationwide scale** (4 editions) "I don't offer bribes - I don't accept bribes", organised by the association Movement for a Normal State.⁶ During the annually held "Day without bribes", besides the standard conferences, happenings, pickets, and a media campaign is organised. For example, in the year 2004, the leading slogan was "Dirty hands disease". The preconditions of such a campaign's success are the wide involvement of media and advertisement companies (the most popular magazines and radio stations, cooperation with the Association of Advertisement Agencies), cooperation with partners enabling a broad dissemination of information (such as petrol stations or newsstands), and the involvement of local stakeholders (i.e., authorities engaging local media). Moreover, the usual suspects of the most bribed sectors such as local transport companies, hospitals, tax chambers, city councils are involved in organising this event.

Another Polish example of a nationwide campaign held on the local level, notably directed at the local authorities is the project "Transparent Poland".⁷ The idea was to enhance work between NGOs and local authorities on the implementation of ethics codes and the introduction of anticorruption standards in their work (i.e., publishing budget information on their websites). Successful authorities would receive a certificate of having accomplished the tasks of the project. This action was widely implemented in Poland and supported by the major media. It also caught the attention of numerous local authorities. It can be assumed that it has at least slightly influenced debates on corruption among local governors. However,

it turned out not to be a sustainable solution – this project started discussion on introducing anticorruption standards, but serious obstacles were met in the implementation phase. Even though the local governments were interested in obtaining a certificate, they didn't continue with the implementation of its content. In the end, numerous local authorities kept their certificates, while not

⁶ <http://rp.normalnepanstwo.pl/kim-jestesmy/>

⁷ Project implemented by the Foundation of Local Democracy Development, <http://www.frdl.org.pl/> The first idea came from PAF and Gazeta Wyborcza with the financial support of Batory Foundation.

accomplishing the tasks. It lowered the credibility of the whole campaign.

The Czech experience shows that **the campaigns should be targeted to specific social groups and focused on concrete topics**. In connection with the (successful) efforts of the Czech civil society to bring the law on free access to information into life, the awareness raising activities targeting decision makers, journalists and young people were implemented by Transparency International Czech Republic (TIC). The message was simple (and has to be simple in order to succeed) – allow for free access to information. Free postcards with the slogan “Get informed by your deputy or senator when they finally allow you access to information” were distributed. Around 10,000 copies were printed and sent to all legislators and important journalists. The postcards were also distributed freely by a chain of cinemas, cafes and restaurants targeting young people who could send the postcard to their deputies. The campaign managed to put enough pressure on the deputies and senators that some of them made a public commitment to support the law.

There is also the “Anticorruption hotline 199” run by TIC and funded by the Ministry of Interior that provides citizens with consultations and advice. There is a well designed PR campaign promoting the anticorruption hotline (paid for from the public budget). However, in order to contribute significantly to general awareness raising efforts, the campaign cannot be designed by the public authorities alone. It needs to involve the third sector and other stakeholders to disseminate the information.

Best practices in monitoring activities

Monitoring activities of NGOs prove especially essential during the implementation phases of important laws, i.e., aimed at increasing transparency of the political sphere (laws on conflicts of interest) and public administration (law on free access to information), especially right after the adoption of the legislation. The very adoption of the law is not the end of a success story. Further implementation monitoring and cultivation (frequency) is required and it is an ongoing effort (attempts to amend the legislation in order to create loopholes and exemptions for non-disclosure). The NGOs’ activities focus on particular cases including publishing and publicity in the media, taking part in the administrative procedures, and court rulings.

The Polish NGOs played an important role notably **in monitoring the implementation of the law on access to the public information**. The Polish NGOs’ experience in monitoring shows that frequency and stability of such actions is necessary to sustain the effects. An example are the programme “Against Corruption”⁸ which undertakes the monitoring activities⁹ (further examples are given in section on watchdog activities). Regular monitoring reports are released to the press and this way public debate is initiated. In terms of outcomes, such

⁸ Implemented by the Stefan Batory Foundation, <http://www.batory.org.pl/english/corrupt/index.htm>

⁹ I.e., legislative procedure monitoring (2006-2008) and monitoring of election campaigns finances (2005, 2006, 2009).

monitoring was useful at the time when Poland implemented the international anticorruption conventions – the gaps in implementation on the national level were noted by NGO monitoring and made public in the media. Moreover, it can be claimed that monitoring activities have led to introducing regulations on corruption in the private sector and have accelerated the implementation of the Council of Europe convention against corruption. One could note that the precondition of good monitoring is human capital, namely skilled researchers in anticorruption law as well as good networking with journalists.

An important aspect in monitoring is access to information. The NGOs should push for developing the instruments of e-Government in the sphere of public procurement, the public services on-line or the reporting mechanism of the institutions responsible for law enforcement in corruption cases.¹⁰ Such solutions enable a greater transparency of the different administrative procedures (on what basis the decisions were taken) or can be an effective instrument in the detection of corruption crimes. For instance in the sphere of public procurement, special electronic platforms enabling the uploading of documentation of the proceedings of auctions and the information about all auctions is a recommendable solution. In the sphere of combating crimes of corruption, websites enabling submission of citizens reports on irregularities related to corruption should be developed. Poland is not the best example of a country implementing e-Government. However, numerous best practices can be derived from Germany, USA, Canada, Chile or Lithuania.

In the Czech case the results of monitoring are regarded as successful in terms of number but also unsuccessful in terms of the legal cases an NGO has been involved in. Most of the cases relate to public procurement and mismanagement of competitions by public authorities. There is also the regular monitoring of new legislation that can have a direct or indirect impact on transparency and the fight against corruption. Mainly amendments to The Public Procurement Act, The Municipality Act, The Conflict of Interest Act, The Lobbying Act, The Free Access to Information Act need to be watched. Sustainable monitoring is based on high quality legal, anticorruption and media service (made by CSOs and watchdogs) that is provided to the active citizens, citizens' groups or initiatives that are trying to monitor a case. Media publicity is indispensable – without publicity the work is usually lost. It is important to present successful cases in order to show that watchdog activities take time but the results are worth it. Again, it is necessary to conclude the cases, to collect as much data as possible, to build on facts and not assumptions and to avoid half-cooked cases.

Notably, cooperation with the media has proved crucial; at the early implementation stage, the NGOs provided background information on the interpretation of the law and additional materials to the journalists; regular press conferences were held. When successful, monitoring and stable pressure to comply bring about a change in the political culture (Law on the conflict of interests) and train the media in watchdog practices.

¹⁰ In 2005 the Institute of Public Affairs conducted research on the possibilities of the introduction of e-Government in Poland in anti-corruption policies, Jacek Kucharczyk, Jarosław Zbieranek (eds.), *Elektroniczna administracja – nowe możliwości przeciwdziałania zjawisku korupcji*, IPA 2005

How to enhance watchdog role?

Watchdog activities play an important role in the work of NGOs as they constitute a control of the administration through revealing its malfunctioning and suggest better solutions. Therefore, such action contributes to the dissemination of *good governance* practices. However, the watchdog sector in Poland and Czech Republic should still be strengthened as very few organisations work in this area. The lessons learnt so far are that the watchdogs should cooperate more amongst themselves and exchange their instruments of monitoring the authorities. Such cooperation should be enhanced with the aid of foreign watchdogs. **The preconditions for proper watchdog functioning are legislation, proper consultation mechanisms and stable financing.**

The primary precondition for watchdog work is legislature enabling them to sue the institutions in question in court. For instance, Polish watchdogs not only can use soft instruments, such as the publication of reports but they can also participate in proceedings and sue or submit an application in court. They operate on the basis of the *Law on foundations*, *Law on associations* and *Law on activities for public benefit and volunteering*.¹¹ Watchdogs, however, do not have special status in the *Law on access to the public information*.¹² The disadvantage of such a system is the lack of willingness to cooperate on the side of the administration.

Secondly, consultation mechanisms are necessary in order to enable contacts between watchdogs and the officials. In Poland, **the consultation process between watchdogs and the administration** still suffers from numerous deficiencies. In rare cases the consultations are satisfying for NGOs. In practice the consultation mechanism is not usually executed as stated by law – the time for delivering an opinion should be 14 days, while very often it is only 5 days (including weekends). Usually, even though the legislative acts, institutional programs and the legislative proposals are sent out to NGOs, the feedback on their opinions is not delivered by the administration. For NGOs working on the local level the consultation process is even worse – it is barely possible for them to receive novelisations of the new legislation (i.e., on access to public information).

In Czech Republic at the moment there is no central anticorruption office that could provide for better communication with civil society. The anticorruption efforts of the public authorities are fragmented and effective coordination is lacking. Currently, selected NGOs are involved in consultations via the working groups of various ministries under whose competence the given legislation falls (access to information, municipalities, etc.); there is a lobbying effort for changes within the current anticorruption strategy which if approved by the Government will have to be implemented. There are analogical working groups with the municipalities of major cities, although there are no clear rules that would define on which basis the civil society should proceed when promoting its interests and ideas (there are examples of NGO withdrawals from working groups; TIC from the Ministry of Interior).

¹¹ Dz.U. Nr 96, poz. 873.

¹² Dz.U. 2001 nr 112 poz. 1198

The third precondition of effective watchdog work is stable financing. Generally, it is necessary to secure independent funding so that the watchdogs can be truly impartial and objective. A conflict of the interest is obvious – to what extent can a watchdog criticising a public institution be subsidised by it?. Any direct public financing raises such concerns, at the very least the possibility of “self censorship”. As experience at the local level shows, NGOs are not interested in monitoring the local authorities if they benefit from the local authorities’ financing. Moreover, EU funds distributed by state institutions pose similar problems. Whenever there are irregularities in structural funds redistribution, the watchdogs must play against the state, while at the same time they can be beneficiaries of such funding.

In Czech Republic the system of watchdog financing is diversified, part of the resources comes from the state budget, part from private donors. None of the Czech watchdog NGOs is able to survive on the contributions of its members and supporters alone. The newly established OSF Watchdog Fund should allow for strengthening the independence of watchdog groups and better cooperation among the civil society organisations. The financing of Polish watchdog groups comes from EU funding, other donors and to a limited extent from state financing. The Citizens’ Initiative Fund¹³ can also be a source of public financing for watchdogs. While practice shows there are no documented cases of government impact on NGO priorities, final decisions regarding this fund are taken by the Minister of Labour and Social Policy, therefore allowing loopholes for a potential impact of the government on the NGOs.

Sharing the same problems with acquiring stable financing, Polish and Czech watchdogs are discussing different modes of finding new sources. There are several proposals. First, an EU Watchdog Fund could be lobbied for within the new EU anticorruption package to be adopted in 2011 which would involve not only EU watchdogs but also EaP country-based watchdogs as eligible for funding. A second possibility is to establish a fund that would distribute resources for various donors on the basis of transparent rules and decision of an independent ethics commission. The members of such a commission could not be in a conflict of interest with potential grantees. Third, state financing on the central level can be taken into account on the condition there is no opportunity for government to influence the NGOs’ priorities.

Watchdog work and access to public information on the local level

The basis of effective work for watchdog organisations in the Czech Republic and Poland is the law on free access to information. However, there are still problems with its application. If a public authority does not want to disclose information, it takes its time – when a court case is eventually initiated it can even be a couple of years before the information is disclosed.

Watchdog activities related to access to public information are notably worthwhile at the local level.¹⁴ The Polish case proves that the basis for any awareness raising and informational activities is enforcing the law on public access

¹³ <http://fio.pozYTEK.gov.pl/>

¹⁴ The Association of Leaders of Local Civic Groups is delivering such activities, <http://www.lgo.pl/english/>

to the information. Even though the legislation on access to public information is in place, the proper implementation of this law should be enforced. A watchdog operating on the local level should monitor citizens' access to public information and push for their rights to obtain it. Therefore the first step is monitoring. It can be delivered in any area which is currently important. For instance, recent monitoring activities involved access to information regarding the "cork fund" (public funds collected from the alcohol licenses), on the fees of the access to the public information, the budgets of local authorities etc. The monitoring is done according to the regulations of the law on public information – the requests are sent to the institutions. As practice shows, huge challenges are met in receiving the information. There is very low awareness among local institutions on their obligation to deliver the officially requested information. The result is that there is no response at all, the response given is incorrect, or the response is that the information is confidential. In that case, according to the law on the access to the public information, the second step to take is to sue the institution in the administrative court (a complaint on the failure to act). In a majority of cases, the institutions want to avoid a trial and decide to release the requested information.

An important aspect in fighting for the proper implementation of the law on access to information is the **work of local activists**. Usually it is very hard to encourage citizens to monitor their local governments because such work requires taking action against the local authorities. In smaller communities personal connections can be very close – and monitoring may mean acting against one's relatives, etc. The watchdog work to deliver is to try to respond to people who start such activities on their own. These are usually persons with stable financial status, former journalists, social activists, bloggers. Such activists can be supported with know-how on the legislation and participate in trainings. It is hard for local NGOs to sustain their work because of the weak possibilities for finding stable financing from the sources others than public ones.

By and large, a precondition for watchdog work on the local level is ethical by nature. The watchdog should be transparent and act according to the law in order to not discredit itself. Financial resources should not be public, as this poses a conflict of the interest.

The role of think tanks in watchdog work

Think tanks can play a role in contributing to watchdog activities. **Think tanks, as research institutions can perform crucial work in advocating for better anti-corruption legislature.** Due to the fact they do not represent particular interests they have a better mandate vis à vis the government. One should note that differently from watchdogs think tanks do not focus on attacking concrete institutions or political parties.

A comparative advantage of think tank work is the possibility to arrive at complex alternative policy proposals due to their research capacity. The research should first start with a diagnosis of what the state of play is and second try to arrive at realistic recommendations. A good practice is to involve prominent experts in the area in question in order to make the proposals more high ranked as well as to arrive at consensual recommendations on legislation in the influential

expert community. The next step is the dissemination of the recommendations. This involves classical advocacy activities such as issuing press releases, contacting politicians and attending parliamentary committee meetings. Advocacy efforts very rarely attain quick results, notably taking into account the ever rapidly changing political environment. The precondition for success is long term lobbying work which can even last several years.

Several case studies from the Polish experience can be given. First the legislation on the financing of political parties is still improper in terms of the transparency of the financial sources of the parties. Several organisations are involved in advocating for better legislation in this area. One of the think tanks has prepared a broad study on amendments to this law involving numerous experts.¹⁵ In spite of the advocacy efforts none of the proposals were implemented. The reason for this was that practically no discussions were held in parliamentary committee. Moreover, the debate conducted by the ruling party was limited only to the aspect of state financing of the parties, which naturally didn't involve discussion on transparency of financing. However, once the broad analysis was prepared by the think tank, it has served as a source of information for other stakeholders. For instance, the above mentioned analysis was used by the Council of Europe report on financing the political parties to which the national government is obliged to reply.

The efforts to influence the shape of the law on political foundations were more successful. The questioned aspects of this act were the sources of financing political foundations, i.e., by business. Thanks to the openness of officials the proposed amendments have been incorporated into the text of the act. In the end, the final draft of the act has been finalised, though it is waiting in queue to be adopted by the parliament.

Efforts to enhance the transparency of campaign financing in Poland are an example of successful advocacy activities. This was initiated by recommendations developed after monitoring the financing of the presidential election campaign in Poland in 2005.¹⁶ In the end of 2009, as a result of advocacy work, the Parliament adopted amendments in the law on Presidential election which introduced transparency rules for financing election campaigns. In early 2011, the Parliament passed the Electoral Code, which also contains similar changes.

Another indirect way of influencing decision makers is participating in expert advisory groups linked to the ministries. During the preparations of the Anticorruption Strategy, experts from think tanks held discussions with the officials in the scope of a special task force. The main precondition for playing such a role is a good reputation, which usually involves years of building think tank credibility. Credibility can be increased by increasing think tank work on the EU scale – for example contributing to the Global Integrity Index or participating in international monitoring projects. The Global Integrity Report is an example of such projects, involving numerous organisations from the EU. It is a tool for

¹⁵ Jarosław Zbieranek, *Finansowanie partii politycznych w Polsce. Kierunki zmian.*, IPA 2008, [Finansowanie partii politycznych w Polsce. Ocena dotychczasowych doświadczeń, wnioski na przyszłość](http://isp.org.pl/index.php?id=1&lang=2), IPA 1999, <http://isp.org.pl/index.php?id=1&lang=2>

¹⁶ This monitoring was conducted by the Batory Foundation in cooperation with the Institute of Public Affairs.

understanding governance and anti-corruption mechanisms at the national level – a robust peer review process. Evaluation focuses on the legal basis and the actual performance of institutions relevant to the overall anti-corruption system (legislature, executive, judiciary, media, business, civil society, watchdogs, etc.). It contributes to civic advocacy campaigns and policy reform initiatives.

Annex 1 - NGOs taking part in consultation:

Poland:

1. Stefan Batory Foundation
2. Institute of Public Affairs
3. The Association of Leaders of Local Civic Groups
4. Foundation of Local Democracy Development
5. Transparency International

The Czech Republic :

1. EUROPEUM Institute for European Policy
2. Transparency International
3. People in Need
4. Civic Belarus
5. Oživení

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